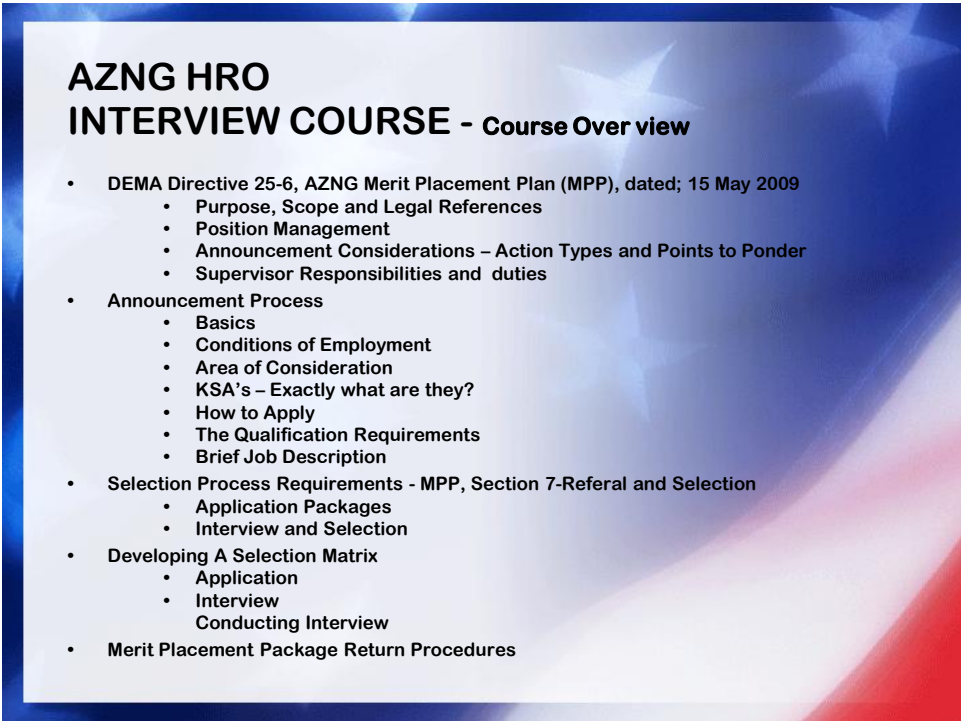




# HRO INTERVIEW COURSE

19 January 2010



## AZNG HRO INTERVIEW COURSE - Course Over view

- DEMA Directive 25-6, AZNG Merit Placement Plan (MPP), dated; 15 May 2009
  - Purpose, Scope and Legal References
  - Position Management
  - Announcement Considerations – Action Types and Points to Ponder
  - Supervisor Responsibilities and duties
- Announcement Process
  - Basics
  - Conditions of Employment
  - Area of Consideration
  - KSA's – Exactly what are they?
  - How to Apply
  - The Qualification Requirements
  - Brief Job Description
- Selection Process Requirements - MPP, Section 7-Referral and Selection
  - Application Packages
  - Interview and Selection
- Developing A Selection Matrix
  - Application
  - Interview
  - Conducting Interview
- Merit Placement Package Return Procedures

## **DEMA Directive 25-6, AZNG Merit Placement Plan, Dated: 15 MAY 2009 - Scope, Purpose and Legal References**

- **Scope:**

This directive establishes policies, procedures and regulatory guidance for filling all Dual Status (military), Non-Dual Status (civilian) and Air AGR vacancies. (Army AGR vacancies are managed by AZ ARNG Regulation 600-5)

- **Purpose:**

The purpose of this directive is to fill all positions covered by the AZNG MPP with **qualified applicants** and to provide the opportunity for current fulltime employees of the AZNG to compete for advancement in a fair and equitable manner.

## **DEMA Directive 25-6, AZNG Merit Placement Plan, Dated: 15 MAY 2009 – Scope, Purpose and References**

- **Applicable Legal References:**

1. Title 5 United States Code: Government Organization and Employees
2. Code of Federal Regulations 5, Administrative Personnel
3. Title 32 United States Code: Section 709 – National Guard Employment, Use, Status
4. TPR-300 - Merit Placement for National Guard Technician
5. ANGI 36-101 – Personnel, The Active Guard/Reserve Program

## Position Management, Announcement Considerations-Points to Ponder and Action Types

- Position management is ultimately the responsibility of the supervisor and the entire management team.
- There are **many** things to consider while performing position management duties in regards to filling a position:
  1. Type of action to use – Competitive or Non-Competitive.
  2. Position type to be used – Part time, full time, indefinite, permanent, Dual Status, Non-Dual Status or AGR.
- Competitive Actions – Position Fills (announcements), Reassignments that are competed to provide the current workforce an opportunity to broaden their careers.
- Non-Competitive Action - Management Directed Reassignments, Temporary Promotions, Details (higher or lower grades), Statutory and Regulatory Placements (USERRA, Priority Placement Program employees), Temporary Appointments, Classification Actions, Placement of over graded Employees, Key Staff Appointments, Career Promotions and Reinstatement of former employees (sect 2-2, k.).

## Position Management, Announcement Considerations-Points to Ponder and Action Types

- Non-Competitive Action Types:
  1. Management Directed Reassignments (for cause, RIF/Reorganization/Re-missioning etc).
  2. Temporary Promotions.
  3. Details (to higher or lower grades).
  4. Statutory/Regulatory Placements (i.e.. USERRA, Priority Placement Program etc).
  5. Temporary Appointments.
  6. Classification Release Actions.
  7. Promotion of employees in grade retention status
  8. Key Staff Appointments.
  9. Career Promotions of employees hired at a lower grade from an announcement that stated a known promotion potential to a higher target grade
  10. Reinstatement of former employees (as outlined in the AZNG MPP, Section 2-2, k.)

### - Must Do List

- Develop the Knowledge, Skill, and Ability statements (KSA's) for the announcement.
- Submit Request for Fill Action SF-52 with all required data/information.
- Develop the Selection Matrix prior to the announcement closing date.
- Adhere to the AZNG MPP in its entirety, and manage their selection process IAW Section 7, Referral And Selection of this plan.
- At all cost avoid the "Perception of Pre-Selection".
- Conduct panel interview(s) with only certified/qualified board members.
- Treat every Applicant the same.
- Ensure the selected applicant is in the AZNG and assigned to a compatible military position, before the scheduled start date.
- Only request hire dates for the beginning of pay periods (no out of pay period hires are allowed).
- **BE FAIR AND EQUITABLE TO ALL TO EVERY APPLICANT AND TREAT THEM AS YOU WOULD LIKE TO BE TREATED.**

**NATIONAL GARD OF ARIZONA**  
**HUMAN RESOURCES OFFICE**  
901 S. McDowell Road, Suite 200, Phoenix, AZ 85006-3545  
PHONE (602) 462-1100 FAX (602) 462-4401  
E-MAIL: [hr@nagard.org](mailto:hr@nagard.org) Webpage: [www.nagard.org](http://www.nagard.org)  
**EXCEPTED**  
**TECHNICAL ASSISTANT - MANAGEMENT**

**ANNOUNCEMENT NUMBER: 95-0371 OFFERING DATE: 10-26-2000 CLOSING DATE: 10-26-2000**

**POSITION TITLE, SERIES, GRADE, AND POSITION NUMBER:**  
AVENUE Mechanical, WFO-HS514-1, TC0000009, 5501-1 (1 position)

**APPOINTMENT CATEGORY:**  
SALARIED  
SALARIED  
SALARIED  
SUPERVISORY 11 MANAGERIAL 12  
NON SUPERVISORY 10 MANAGERIAL 12

**LOCATION OF POSITION:**  
1418 Union Way, Tucson, Arizona

**DETAILED DESCRIPTION OF POSITION:**  
This position will be filled on a full or part time basis. The Human Resources Office, 901 S. McDowell Road, Suite 200, Phoenix, AZ 85006-3545. Application must arrive by the close of business (5:00 PM) on the day of the closing. Applications received after the closing date will not be considered. Applications will be accepted on a first come, first served basis. The position is not an application for the position of government employee (GS) under the Merit System. The position is not an application for the position of government employee (GS) under the Merit System. The position is not an application for the position of government employee (GS) under the Merit System.

**EDUCATION AND EXPERIENCE REQUIREMENTS:**  
EDUCATION: High School Graduate or Equivalent  
EXPERIENCE: 1 year of experience in a similar position. The position is not an application for the position of government employee (GS) under the Merit System. The position is not an application for the position of government employee (GS) under the Merit System. The position is not an application for the position of government employee (GS) under the Merit System.

**ADDITIONAL INFORMATION:**  
The position is not an application for the position of government employee (GS) under the Merit System. The position is not an application for the position of government employee (GS) under the Merit System. The position is not an application for the position of government employee (GS) under the Merit System.

[illegible]



## Understanding Announcements - Basics

- Advise Potential Applicant's to:
  1. Carefully read the entire announcement (FRONT & BACK).
  2. To Include **ALL REQUIRED FORMS & LISTED DOCUMENTS** (RIP's, PT Scores, AF 422, OF-306, etc...)
  3. To prepare for the interview by reviewing technical material, PD, etc...
- Post Announcements on Bulletin Boards within the work place location.
- Encourage and seek out the widest possible applicant participation.
- Manage your Announcement/Selection Process with the goal of assuring that your process is defensible.
- Prior to requesting a Fill action assure sound Position Management Principles are addressed. Ensure all alternatives available have been considered besides the formal announcement process (see non-competitive actions list).

## Understanding Announcements - Basics – The Header, Announcement Number, Dates, Title, PD Number, Military Grades , Salary Range, Position Type, Position Location

NATIONAL GUARD OF ARIZONA  
HUMAN RESOURCE OFFICE  
5636 E. McDowell Road, Bldg M5710, Phoenix, AZ 85008-3495  
PHONE (602) 629-4821; DSN 853-4821  
WEBSITE: [www.azguard.gov/hro](http://www.azguard.gov/hro)  
EXCEPTED  
TECHNICIAN VACANCY ANNOUNCEMENT

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ANNOUNCEMENT NUMBER: 08-410T OPENING DATE: 15-Dec-2008 CLOSING DATE: 12-Jan-2009

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POSITION TITLE, SERIES, GRADE, AND POSITION NUMBER:  
Powered Support Systems Mechanic (Small Shop Chief), WG-5378-11, TC7073000

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APPOINTMENT FACTORS: OFFICER ☐ WARRANT OFFICER ☐ ENLISTED ☒  
SALARY RANGE: SUPERVISORY ☐ MANAGERIAL ☐  
\$24.19-\$28.22 PH NON-SUPERVISORY/NON-MANAGERIAL ☒

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LOCATION OF POSITION:  
WESTERN ARMY AVIATION TRAINING SITE (WAATS), MARANA, ARIZONA

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APPLICATIONS MUST BE MAILED OR HAND CARRIED TO: Human Resource Office, 5636 E. McDowell

## Understanding Announcements –

### Conditions of Employment – Conditions of Employment, Known Promotion Potential, EEO Statement (responsibilities)

name/phone number and permission to contact.

**CONDITION OF EMPLOYMENT:** Prior to appointment into this position, selectee must be a current member of the Arizona Army National Guard (WAATS) and must possess the following MOS/Branch: CME: 63, 15

**KNOWN PROMOTION POTENTIAL:** NONE

Acceptance of this position requires participation in the Direct Deposit/Electronic Funds Transfer Program.

**EQUAL OPPORTUNITY:** The Arizona National Guard is an Equal Opportunity Employer. Selection for this position will be

## Understanding Announcements -

### Area of Consideration – AOC Notes (Become Conditions of Employment)

**AREA OF CONSIDERATION:** This position is the Federal/Excepted Civil Service and is open to current Excepted Service (Technician) members of the (WAATS), Arizona Army National Guard. Individual

selected will receive a Permanent Appointment subject to the completion of a one year trial period. Acceptance of a Federal Excepted technician position of over 179 days in length will cause termination from the Selected Reserve Incentive Program (BONUS). Individual selected will be required to take a pre-employment medical screening which will be paid for by the Agency. PCS funds are not authorized.

**NOTE:** Applications must contain a completed Optional Form 306 (Declaration for Federal Employment).

**NOTE:** Applications must contain a completed AZNG Form 335-2-R (Knowledge, Skill and Ability Supplement).

**NOTE:** This position is subject to working night shift.

## Understanding Announcements -

### Area of Consideration - AOC Notes (Become Conditions of Employment)

- **Conditions of Employment/Notes:**

NOTE: Selection from this announcement may be in support of an ARNG reimbursable program with limited funding/duration

NOTE: Individual must possess a valid Arizona Drivers License and have the ability to obtain a Military Drivers License.

NOTE: Selectee must possess or be able to obtain a SECRET security clearance.

NOTE: This position requires frequent TDY travel.

NOTE: This position is subject to rotating shift work.

NOTE: Applicants must attach a Military Personnel RIP in order to be considered, applications received without a military RIP will not be forwarded to the selecting supervisor for consideration.

***\*ANY specific job requirements must go here\****

## Understanding Announcements -

### Area of Consideration - Who is eligible to apply and will be considered if qualified

- **AREA OF CONSIDERATION:**

This position is in the Federal/Excepted Civil Service and is open to current members of the Arizona Army National Guard. Individual will receive an Indefinite Appointment and may be converted to Permanent status upon receipt of a Permanent position. Acceptance of a Federal Excepted Position of over 179 days in length will cause termination from the Selected Reserve Incentive Program (BONUS). Individual selected will be required to take a pre-employment medical screening which will be paid for by the Agency. **PCS FUNDS NOT AUTHORIZED.**

### **YOU SHOULD ALWAYS START WITH THE CURRENT FULL TIME WORK FORCE AND EXPAND THE AOC IF REQUIRED**

You may request a more restrictive AOC if you have a reasonable/potential pool of applicants available within your own workplace (3 or more).

You should always consider your current full time workforce for promotion opportunities, reassignments before considering external applicants.

## Understanding Announcements -

**KSA's — Your tool in determining the best qualified best fit applicant is your KSA's. The KSA Rule is ; No More than 10 and no less than 4.**

### KNOWLEDGE, SKILLS AND ABILITIES REQUIRED FOR SUCCESSFUL PERFORMANCE IN THIS POSITION:

Each applicant should fully justify on their application how they meet each KSA listed below using AZNG Form 335-2-R to reference the justification.

1. Ability to plan and administer a functional shop maintenance program. Skill in surveillance of work being accomplished by other employees and provide technical direction to lower grade technicians.
2. Thorough knowledge of the mechanical makeup, operation, and working relationships of complex systems, assemblies, and parts for all unit assigned aircraft and hangar ground support equipment.
3. Ability to diagnose, repair, overhaul, and modify all unit assigned aircraft ground support equipment.
4. Knowledge of computer based programs such as Microsoft Office (Word, Excel, Power Point, Access), and SAMS-E operations and reports.
5. Ability to communicate both orally and in writing.

**KSAs: Are the selecting supervisor 's best tool in determining the best applicant for the position. Your KSA's should be written at the fully successful performance level.**

## Understanding Announcements - How to Apply Instructions

**APPLICATIONS MUST BE MAILED OR HAND CARRIED TO:** Human Resources Office, 5636 E. McDowell Road, Bldg M5710, Phoenix, AZ 85008-3495. Applications must arrive by close of business (1530 MST) on the closing date shown above. Applications postmarked on the closing date will be considered late and will not be accepted. The Human Resources Office will not accept applications that are mailed at government expense or forwarded through an internal mail system. Faxed applications will not be accepted. **Electronic applications are only accepted for those employees who are mobilized. NO BINDERS OR BOUND DOCUMENTS PLEASE.**

**INSTRUCTIONS FOR APPLYING:** Individuals applying for Excepted Technician positions may submit Optional Form 612 (Optional Application for Federal Employment), or a Resume. Whatever form of application that is chosen it must contain the Announcement Number, Title and Grade(s) of the job being applied for. Personal information must include full name and address (including ZIP Code), Day and evening phone numbers (with area code), Social Security Number, Country of citizenship and Highest Federal civilian grade held (also include job series and dates held). Education information must include: High School Name, city and State and dates of diploma or GED, Colleges or Universities Name, city and State, Majors type and years of any degrees received, and total semester or quarter hours earned (if no degree show total credits earned and indicate whether semester or quarter hours). Work experience information should be limited to either paid or nonpaid experience directly related to the position that the individual is applying for and must include: Job Title, Duties and accomplishments, Employers name and address, Supervisors name and phone number, starting and ending dates, hours per week and salary. In addition to the above described information all applications should include AZNG Forms 335-1-R (Military Brief), and SF 181 (Ethnicity and Race Identification). Applications will be accepted without these forms. However, applications may not receive an adequate evaluation if these forms are not submitted. **Applications must contain a completed Optional Form 306 (Declaration for Federal Employment) and AZNG Form 335-2-R (Knowledge, Skill and Ability Supplement).**

**EVALUATION PROCESS:** Each applicant must **FULLY SUBSTANTIATE** on their application how they meet the requirements listed in the specialized experience area; otherwise applicant will be considered unqualified for this position. Applications will be evaluated solely on information supplied in the application (OF 612) or resume. Experience will be evaluated based on relevance to the position for which application is being made. Include job titles, starting and ending dates (month and year), hours per week, salary, duties/accomplishments, employer(s) name and address, and supervisor(s) name/phone number and permission to contact.



## **Understanding Announcements - How to Apply Instructions**

- **90% of the applicants that do not qualify for an announcement, have removed themselves from consideration through their inattention to detail. In most cases the applicants have not provided the required forms, documents missing signatures or they have not included the selecting supervisor's requested documents (listed on the announcements as Notes).**
- **Applicants are responsible for completion of their application package.**
- **All Merit Placement Folders (MPF's) are given a minimum of 24 hours (cooling off period) after the closing date prior to the qualification process being conducted by the Staffing Specialist.**
- **All application packages must be submitted by close of business on the day of closing, M-F 7:00am to 3:30pm.**

## **Understanding Announcements - How to Apply Instructions**

- **Application packages are only accepted via mail, by contracted carrier service or delivered in person to the HRO.**
- **Faxed applications are not accepted. Applications submitted by government envelopes, interoffice mail systems or via any form of government resources will not be accepted.**
- **Soldiers /Airmen who are deployed in support of the Global War on Terrorism, or for any other official military deployment (excluding technical schools, AFT and NGB Title 10 tours) will be accepted via email. Applicants may email their applications to the HRO Staffing Specialist. Email addresses are provided by calling either Staffing Specialist at 602-629-4830 or at 602-629-4809.**

## Understanding Announcements –

**The Qualification Requirements —** Qualifications requirements are mandated by Title 5 , the Office of Personnel Management (OPM) and the National Guard Bureau (NGB).

**SPECIALIZED EXPERIENCE:** Must possess 18 months experience which shows that in addition to the knowledge and skills found at the journeyman level, the essential ability to plan and accomplish a functional shop maintenance program. Requires skill in surveillance and troubleshooting techniques.

- **Specialized Experience & timeframes are mandated by public law and are not waivable.**
- **All applicants must clearly reflect on their application how they meet or exceed the Specialized Experience.**
- **Specialized Experience listed on announcements are the MINIMUM experience or time (months) required for qualification and can not be lowered in order to attract less than minimally qualified applicants.**
- **Supervisors may raise the number of months in order to consider only highly qualified applicants.**
- **Supervisors may submit their own wording/text for the Specialized Experience Qualification Requirements. However, the text must reflect the duties, skills, knowledge and responsibilities listed in the current Position Description (PD).**

## Understanding Announcements

### Qualification Requirements — Specialized Experience

#### **SPECIALIZED EXPERIENCE EXAMPLES:**

1. **Must have 18 months experience and/or appropriate training in such functions as troubleshooting, repairing, maintaining, servicing, inspecting and modifying aircraft, aircraft installed equipment and related ground support equipment. Must possess or be eligible for award of the appropriate security clearance required for the position.**
2. **Individual must have 36 months of experience in a full range of contracting functions including pre-award and post-award activities for a variety of complex supply, service, construction, architect & engineering (A&E), automated data processing equipment (ADPE), and multiple award best value Task Order Contracts. Experience providing contracting services for Army and Air National Guard (NG) locations throughout the State.**

## Understanding Announcements -

**Brief Job Description —** This is the only area on an announcement that is not mandated by law. This section of the announcement is provided as a courtesy to the applicant. Supervisors may provide their own text that may provide for a more accurate brief description for their shop, function, area or position.

- **Brief Job Description**

This position is located at the Army Aviation Support Facility #2. It's primary purpose is to inspect, repair, modify and service aircraft systems, components, and assemblies, both on and off aircraft. Performs inspections, functional checks, and preventive maintenance on aircraft to include periodic, phase, hourly, preflight, post flight, calendar, thru-flight, and special inspections such as fuel contamination, emergency equipment, and oil sampling. Troubleshoots and performs unscheduled maintenance on assigned and transient aircraft, utilizing various gauges, meters, measuring devices and other related test equipment. May be required to perform user and organizational level maintenance on assigned support equipment, including inspection, repair, modification, and corrosion prevention. Provides data for aircraft maintenance historical records, complete maintenance data collection, man-hour accounting, and other forms as required. Instructs, directs, and assigns maintenance repair tasks to drill status guard members. Complies with safety, fire, security, and housekeeping regulations. Prepares for and participates in various types of readiness evaluations such as MEI, ORI, IF and UE inspections, mobility and command support exercises. Performs other duties as assigned.

- **SELECTING SUPERVISOR:** MSG John Q. Public for information concerning this position please call 123-456-7890

## Selection Process Requirements -

**AZNG Merit Placement Plan (MPP), DEMA Directive 25-6,  
Section 7 – Referral and Selection**

- The new AZNG MPP dated 15 MAY 2009 replaces all previous AZNG Letters of Instruction, Policy Memos, and HRO instructions regarding the Merit Placement Program.
- DEMA Directive 25-6 is the sole source document of reference for policy and instructions for recruitment, placement and Staffing processes and personnel actions for the Air and Army NG Technician positions (DS and NDS) and works in conjunction with ANGI 36-101, AGR Management for AZANG AGR position fills.
- IAW AZNG MPP, Section 7, no variance to these merit placement principles will be allowed without the written consent of the Human Resources Officer.

## Selection Process Requirements - AZNG Merit Placement Plan (MPP), DEMA Directive 25-6, Section 7 – Referral and Selection Procedural Violations

- Failure to adhere to this directive will be considered as a procedural violation.
- Procedural Violations are show stoppers, that will cause the immediate postponement and/or termination of your selection process.
- The HRO will immediately stop the vacancy fill process upon receipt of a complaint or grievance involving a Procedural Violation until an investigation can be completed.
- If the complaint of a Procedural Violation is substantiated the position vacancy must be re-competed in order to assure the integrity of the AZNG Merit Placement Program to provide fair and equitable selection process for all applicants.

## Selection Process Requirements AZNG Merit Placement Plan (MPP), DEMA Directive 25-6, Section 7 – Referral and Selection

- Merit Placement Folders (MPF) consist of the qualified applications, a Referral and Selection Register and other associated documents as outlined in Section 7.
- HRO Staffing Specialist only forward **minimally qualified** applicants.
- Supervisors may challenge the Referral and Selection Register if they believe that an applicant is not minimally qualified. However, challenges must be submitted and approved by the HRO prior to the interview process.
- The Selection Process consist of two parts. The first part is the Application Review/Scoring process and the second part is the Personal Interview/Scoring process.
- Both processes are of equal point value, or as close as possible. Some variances maybe authorized if the selecting supervisor has submitted a written justification for why one process is weighted with a higher point value then the other process.
- Written justification must include an in-depth explanation of the rating criteria being applied and why it is critical to the selection process in determining the *“best qualified or best fit applicant”*.



## Developing A Selection Matrix

### Application Evaluation — Matrix Requirements

- For technician positions applicants may use an Optional Form-612, Application for Federal Employment or they may use a resume.
- Technician Applications must also contain the Optional Form-306, Declaration for Federal Employment. Even though the title of this document is “Optional Form” IAW the AZNG-MPP applications will not be considered as complete without a signed OF 306 form.
- AGR Vacancies require the applicant to use NGB Form 34-1, Application for Active Guard/Reserve (AGR) Position and the AZNG Form 34-1, Arizona National Guard AGR Application Supplement.
- All current vacancy postings/announcements and all application forms are available on the AZNG website at [www.azguard.gov](http://www.azguard.gov).
- All application forms are in a fill able PDF format, they can only be saved to the users desktop application.

## Developing a Selection Matrix – Evaluation Basics

- The HRO understands that the interview matrix has the potential to carry more weight and importance than the applicants written resume. However, supervisors are encouraged to keep both evaluation processes equal if possible.
- Based on the nature of a personal interview either in person or by telephone the interview matrix must be designed in a manner that allows for the verification and validation of the application materials submitted.
- Each matrix area or interview question must be of equal point value. For example: if one application matrix evaluation area is worth 10 points all of the application rating evaluation areas should also be worth 10 points.
- The same rationale must be applied to the Interview evaluation areas as well. However, the Interview evaluation areas may vary in point total from the application matrix as long as they are all worth the same point value.

***Keep in mind it is not a perfect world and there may be some variances that will need to be justified. During the selection process the selecting supervisor and/or panel must remember to***

**Document!...Document!...Document!...Document!...Document!**

## Developing a Selection Matrix - The Header

### MATRIX FOR HR ASSISTANT-STAFFING

POSITION TITLE: Human Resources Assistant

ANNOUNCEMENT NO: 09-119T

APPLICANT NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

EVALUATOR NAME: \_\_\_\_\_ TOTAL APPLICATION SCORE: \_\_\_\_\_

TOTAL POSSIBLE SCORE: \_\_\_\_\_ TOTAL INTERVIEW SCORE: \_\_\_\_\_

APPLICANTS TOTAL SCORE: \_\_\_\_\_

EVALUATOR SIGNATURE: \_\_\_\_\_

## Developing a Selection Matrix - Application Evaluations

- Regardless of any first hand information or past history and knowledge of an applicant their application package must be scored at face value. Score the application as it is written using the evaluation criteria in the matrix.
- Civilian Education is a mandatory rating area. When developing the scoring criteria the highest possible score should be for education that is directly related to the position.
  - \*\* For example if you are developing a matrix for a Heavy Mobile Equipment Mechanic, the highest possible score should be for education from an accredited technical school or college that awarded the applicant a degree or technical certification in Automotive Technology.
- Credit may be given for education not directly related to the position such as college course work or a degree from an accredited university that is not directly related to the position. However this educational credit should not carry as much weight as education directly related to the position.
- Credit must be given for job related experience both military and civilian and may be evaluated as one area rather than two separate evaluations.

## Developing a Selection Matrix - Application Evaluations

- Credit must be given for the quality of job related experience. The experience must be directly related to the position. By using time frames or years spent gaining the creditable job related experience as the evaluation criteria make the scoring given to applicant for their quality of experience extremely defensible.
- Credit may be given for completeness, grammar and appearance of the application.
  - \*\* Scoring the application for these areas can only be accomplished if the announcement has a KSA that requires ability or skill to communicate i.e. "ability to effectively communicate in both oral and written formats".
- Credit must be given for the applicants explanation statements of how they meet the KSA's. Supervisors are encouraged to utilize the KSA evaluation ratings as their primary source of scoring for the application matrix. There is not a better source for evaluating an applicant, then their Knowledge, Skills and Abilities as related to position this is a true indicator of their qualifications.

## Developing a Selection Matrix Application – Civilian Education Example

This evaluation example is for a GS-07, Human Resources Assistant, Civilian

### CIRCLE ONE RATING ONLY

Bachelors Degree in Human Resources/Personnel Administration	-10 pts
Associate of Degree field of study directly related to HR Management/Personnel Administration	- 8 Pts
Civilian Education in an accredited facility or 2 year school with diploma/graduate status in (Business, IT Technology, Personnel Management)	- 6 Pts
30 Semester hours of college credit course work in HR related studies or Personnel Management field of study .	- 4 Pts
Any civilian training or short courses that is directly related to Human Resource Management in duration of one week or more that provided the applicant with a certificate of completion 1 point for each course not to exceed 4 pts maximum for this rating area	____ Pts

Notes/Comments \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

TOTAL POINTS \_\_\_\_\_

## Developing a Selection Matrix Application – Military Education Example

### CIRCLE ONE RATING ONLY

Completed a Personnel or Military HR AIT (Advanced Individual Training ,ARMY) that certified the applicant at the specialist level or completion of an Air Force Technical School, CDC and OJT for a skill level award of 7. - 10 Pts

Completed a Personnel or Military HR AIT (Advanced Individual Training ,ARMY) that certified the applicant at the journeymen level or completion of an Air Force Technical School, CDC and OJT for a skill level award of 5. - 8 Pts

Completed a Personnel or Military HR AIT (Advanced Individual Training ,ARMY) that certified the applicant at the apprentice level or completion of an Air Force Technical School for a skill level award of 3. - 6 Pts

Completed a 6 week or longer Military Personnel Management/Administrative/Military HR course or Tech School in any us branch of military service including Coast Guard - 4 Pts

Completed short course of 4 weeks or less in Personnel Management/Administrative course or Technical School (any us branch of military service) 1 point for each course not exceed 4 pts maximum for this area of rating - \_\_\_ Pts

Notes/Comments \_\_\_\_\_

TOTAL POINTS \_\_\_\_\_

## Developing a Selection Matrix Application – Education Directly Related to The Position

### CIVILIAN/MILITARY EXPERIENCE:

#### CIRCLE ONE

3 Years or more of Personnel or Human Resources administration experience or work as a 3A0XX, 3S0XX, 42A, 44C; or work with a civilian employer which provided the applicant experience as an HR professional assigned duties in recruitment, placement, new employee orientation and required the usage and skill in HR related data bases and payroll systems. - 10 pts

2 Years of Personnel or Human Resources administration experience or work as a 3A0XX, 3S0XX, 42A, 44C; ; or work with a civilian employer which provided the applicant experience as an HR professional assigned duties in recruitment, placement, new employee orientation and required the usage and skill in HR related data bases and payroll systems - 8 pts

3 Years or more of civilian employment in Administration related, i.e.; office automation, finance, employee training experience etc... or work as 3A0XX, 3S0XX, 42A, 44C. ... - 6 pts

2 Years of civilian employment in Administration related, i.e.; office automation, finance, training experience etc... or work as a 3A0XX, 3S0XX, 42A, 44C. - 4 pts

Notes/Comments \_\_\_\_\_

TOTAL POINTS \_\_\_\_\_



## Developing a Selection Matrix -

### Application — Quality of Experience

#### CIRCLE ONE:

5 or more years of experience in a military and/or civilian human resources position/assignment with the scope of work being performed in an independent manner which required limited supervision. The experience should provided the applicant to prioritize their work load, establish priorities; use various HR and payroll programs, vacancy recruitment techniques, employee records management and customer service skills -10 pts

4 to 5 years of experience (as outlined above) - 8pts

3 to 4 years of experience (as outlined above) - 6pts

2 to 3 years of experience (as outlined above) -4pts

1 to 2 years of experience (as outlined above) -2pts

Notes/Comments \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

TOTAL POINTS \_\_\_\_\_

## Developing a Selection Matrix -

### Application — Knowledge, Skill and Abilities

- The KSA's are **paramount to the selecting supervisor**. The KSA's are key tools in assessing an applicant's true knowledge, skills and abilities as they relate to the position. When developing your application matrix you should place great value the KSA's evaluations/rating areas.
- **EXAMPLE:**
- KSA # 2 - AZ Form -335-2-R – Circle Only One Point Value (Max 10 points)
- **Ability to inspect, test, calibrate, certify, evaluate, troubleshoot, disassemble, replace and issue aircrew flight equipment parts and equipment, PRC-112 survival radios and Night Vision Goggles.**
- Complete and comprehensive detailed explanation of the applicants experience in performing this KSA on a daily basis at the journeymen level. **(10 pts)**
- Broad and/or general statement of the applicant's ability and experience to perform the KSA in its entirety at the full journeymen level. **(7pts)**
- A short or vague statement with no detail that describes the applicant's ability or experience to perform the KSA above an apprentice level. **(3 pts)**

**Total Points** \_\_\_\_\_

## Developing a Selection Matrix - Application — Knowledge, Skills and Abilities

### Example:

**KSA 7. Skill in using many types of precision measuring instruments and equipment such as micrometers, venire calipers, or dial test indicators. (Max points 10)**

Detailed, comprehension explanation of skill; tied to specific experience, the applicant used on a daily basis.

10 pts \_\_\_\_\_

Explanation of skill not tied to specific experience, the applicant used on a weekly or monthly basis.

07 pts \_\_\_\_\_

Short statement, reflects limited detail, tied to experience that is not specific in a usage time frame.

05 pts \_\_\_\_\_

Bullet or brief statement of skill, not tied to experience, not tied to the use of the skill

02 pts \_\_\_\_\_

**Total Points** \_\_\_\_\_

## Developing a Selection Matrix Application Scoring —Appearance and Communication Skills

- The applications appearance, grammar, sentence structure and the applicants interview communication skills can only be rated if a KSA requiring communications abilities and skills is posted on the vacancy announcement.

### EXAMPLE:

KSA # 1: (From Knowledge, Skills and Abilities – AZ Form-335-2-R) (max 10 points)

#### **Ability to communicate both orally and in writing**

\_\_\_\_\_ Complete, comprehensive documentation tied experience to KSA (10 pts)

\_\_\_\_\_ Overall statement, some detail, did not tie experience to KSA (7 pts)

\_\_\_\_\_ Vague one line statement, no detail, not tied to any experience (3 pts)

**Total Points** \_\_\_\_\_

## Developing a Selection Matrix –

### Application Scoring – Appearance and Communication Skills

#### ORAL/VERBAL COMMUNICATION SKILLS: CIRCLE ALL THAT APPLY

Eye Contact	Word Usage	Body Language
Volume	Sentence Structure	Organization of Thoughts
Hand Gestures	Voice Inflection	Poise
Pitch of Voice		

(Circle those areas that apply and total points--one point for each area. Maximum points 10)

Notes/Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TOTAL POINTS \_\_\_\_\_

## Developing a Selection Matrix

### Application Scoring – Other Allowable Areas of Rating

Military Appearance may be rated only if the applicants are informed that it is a rated area to include the specific uniform. Applicants must be provided this information at the time the interview is scheduled.

**All interviewers must wear the same uniform that is being rated.**

#### EXAMPLE:

##### MILITARY APPEARANCE: circle one only

individual is in complete compliance with Current Army and Air Regs	<b><u>10 Pts</u></b>
individual has minor violations IAW Current Army and Air Regs	<b><u>6 Pts</u></b>
individual has major violations IAW Current Army and Air Regs	<b><u>4 Pts</u></b>

Total Points \_\_\_\_\_

## Developing a Selection Matrix -

### Interview Process — Keys to a Successful Interview Process

- Use only job related interview questions.
- Construct your questions from the position description, KSAs and any available technical career field knowledge.
- Questions must have desired responses with assigned point values
- All questions must be of equal point value.
- Do not use situational questions (pertaining to the applicants personal life).
- Do not ask test questions or give tests as the AZNG is not a certified OPM examining agency.
- Ask open-ended questions.
- Ask only questions pertaining to the announced position.
- Asking behavioral questions about the applicants past experience, abilities and skill sets is allowed.

## Developing a Selection Matrix -

### Interview Process – Example Questions

**This position requires you to have experience in setting up and maintaining manual file systems. Please explain your experience in setting up and maintaining manual files to include the type of files? (Max 10 pts)**

Extensive Experience – Applicant has set up manual files, filing systems and maintains them on a daily basis. -10 pts

Knowledgeable – applicant is familiar with manual files and filing systems and maintains them as required (at least weekly). - 6 pts

Limited Experience – Applicant has never set up or managed a manual files system however, they are familiar in filing using manual files on a daily basis - 4 pts

Notes/Comments \_\_\_\_\_

TOTAL POINTS \_\_\_\_\_



## Developing a Selection Matrix - Interview Process – Example Questions

**As a Human Resources Assistant you are required to have experience in the use of computers, Microsoft software applications and Human Resources data base programs please describe your experience with software programs to include your proficiency level? (1 pt ea, Max 10)**

Word/equiv  
PowerPoint/equiv  
SCD Program  
SIDPERS

Excel/equiv  
MS Outlook  
Hiring Packages  
MILPERS

Access/equiv spreadsheets  
DCPDS  
Federal Retirement Program  
MILDCPDS

Military Order Systems

Others : 1 point for other programs not listed above not to exceed a maximum of 4 points  
all points awarded must be documented below in the Notes/Comments area below.

Notes/Comments \_\_\_\_\_

TOTAL POINTS \_\_\_\_\_

## Developing a Selection Matrix - Interview Process — Example Questions

**Maximum Points Available 10**

**1. Coordination among outside customers is an important function of this position. What experience do you have in coordinating operations that require the support and cooperation of a supply related function and an outside customer?**

**Very Experienced (daily, to include special projects) 10 points**

**Some experience (monthly) 6 points**

**Limited experience (quarterly) 4 points**

**Other (Explain points awarded in Notes/Comments Area)**

**NOTES/COMMENTS:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Total Points** \_\_\_\_\_

## Developing a Selection Matrix - Interview Process – Example Questions

1. Describe the type of computer/technology applications you have used and how you have applied them to effectively communicate verbally and in writing: **(1 point ea)** Maximum Points 10

<input type="checkbox"/> Word	<input type="checkbox"/> Prepared Briefings
<input type="checkbox"/> Excel	<input type="checkbox"/> Presented Briefings/Lectures
<input type="checkbox"/> PowerPoint	<input type="checkbox"/> Wrote Letters
<input type="checkbox"/> Access	<input type="checkbox"/> Wrote Policies/SOP's
<input type="checkbox"/> Data bases	<input type="checkbox"/> Other (list)

Total Points \_\_\_\_\_

## Developing a Selection Matrix - Interview Process – Example Questions

1. What are the primary duties and responsibilities of this position

- **Maintain the Base Stock Levels.** 1 point
- **Control the overall requirements and requisitioning process.** 1 point
- **Manage the Initial Spares Support List (ISSLs).** 1 point
- **Manage the adjusted stock levels.** 1 point
- **Monitor the Mission Change program.** 1 point
- **Report and determine the redistribution of excess items.** 1 point
- **Monitor the Readiness Base Leveling Program (RBL).** 1 point
- **Process Lateral Shipments.** 1 point
- **Manage the overall exception codes.** 1 point
- **Assist the Stock Funds Manager.** 1 point
- **Other**

MAX Points Possible (10)

Total Points \_\_\_\_\_

## Developing a Selection Matrix - Interview Process – Questions

•The AZNG MPP does not allow the supervisor or selecting panel to require applicant to submit to an exam or to ask an test or situational questions.

1. TEST QUESTIONS – Defined as follows:
  - a) Questions that have only one correct answer.
  - b) Questions that are designed to make an applicant quote specific detailed regulatory guidance or a specific step by step break down of a process.
  - c) Questions that are designed to produce a critical examination, evaluation or observation that serves as proof or disproof that an applicant has the knowledge, skill or ability to perform a function, duty or task.

## Developing a Selection Matrix - Interview Process – Forbidden Questions

### TEST QUESTION EXAMPLES

- Tell us how to wire an AH-64 gun turret?
- How many words per minute do you type?
- Tell us how to break down a M-16 A-1 rifle?
- ARNG Regulation 13-24Y covers the deployment of NG units, please describe the 8 major functional areas covered in the order of their perspective chapter number?

### SITUATIONAL QUESTIONS EXAMPLES

Can you work rotating night shifts? (Condition of employment)

Can you go TDY? (Condition of employment – note in area of consideration)

Can you work Sundays? (Condition of employment – note in area of consideration)

**THESE ARE CONDITIONS OF EMPLOYMENT AND MUST  
BE COVERED PRIOR TO THE INTERVIEW**

## Developing a Selection Matrix -

### Interview Process — Things to Avoid

- Do not use desired responses that are subjective in nature and can not be defended:

**Example:**

Excellent

Average

Below average

**These type of broad ratings or scoring criteria have different meanings to people, there is no way to objectively score these statements.**

**Excellent for me may not mean the same thing for you!**

## Developing a Selection Matrix -

### Interview Process — Things to Avoid

- Do not ask questions that have subjective responses for each applicant and questions that require the applicants to provide you their opinion or self evaluations.
  1. Tell us why you are the best person for this position.
  2. If you do not get this position, what will you do?
  3. Tell us what you would bring to this position.
  4. Tell us why we should hire you.
- Close an interview by stating: “This concludes our interview process. Thank you for coming , we will be getting back to you in the near future with our decision.”



## **The Selection Process – Conducting The Interview**

- All candidates should receive the same exact treatment and setup to the greatest extent possible.
- Cover the conditions of employment before asking the Interview Questions.
- Schedule the same amount of time for each interview (good rule of thumb is 1 hour for each applicant).
- Same interviewers must be used for each applicant.
- The interview questions must be asked by the same interviewer in the same order (switching/replacing interview panel members is forbidden).

## **The Selection Process – Conducting The Interview**

- Interview in a interruption free environment. Unplug the phone, turn off your cell phones, turn off your computer, ask some one to help you by keeping others from interrupting, do whatever it takes to assure that the applicants have an interview environment free of distractions.
- Interviews should be conducted during normal duty hours to the maximum extent possible. You may conduct interviews during UTA weekends if necessary. If personal interviews are desired by the supervisor/panel and the only time that the applicant is available for a personal interview is during a UTA weekend then by all means conduct your interviews on the UTA weekend.
- Treat each candidate as an individual. Treat the applicants as you would like to be treated . We are all nervous when we interview for a job (it is human nature to feel this way). If your applicants feels welcomed and relaxed you have a much better chance at gaining quality information in regards to the applicants experience, knowledge, skills and abilities .

## The Selection Process – Conducting The Interview

- Provide a good impression to the applicants.
- Listen to the applicant's responses and record them best that you can.
- Never explain a question to an applicant. Inform the applicants before the interview starts that questions can not be explained only repeated.
- Do not argue with applicant(s) or correct their responses to your interview questions.
- Do not make any promises or comments about possible military positions or classification actions.
- Limit yourself to only questions, no comments. Comments can be made verbally and through body language. Body language comments are made in many ways, some examples are; by rolling your eyes, shaking you head,

## The Selection Process – Conducting The Interview – Recent Changes to the AZNG MPP

- AZNG Merit Placement Plan has been changed and now allows the selecting supervisor to conduct one on one interviews when three or less applicants are forwarded for consideration.
- When conducting one on one interviews the selecting supervisor **must** use an approved Selection Matrix, even if only one applicant has been forwarded for consideration.
- Selecting supervisor may now request that applicant(s) bring supporting documentation not asked for on the announcement to their interview. For example, the selecting supervisor may ask the applicants to bring: PT Scores, OER's NCOER's Technician Appraisals, Fitness Reports, Military Specialty Training Certifications etc... Only job specific or military related documents may be requested and there must be a justification for requesting these documents to include their importance to the selection process. Documents provided by applicants must be requested when the supervisor contacts the applicants to schedule the interview date and time.

## Selection Matrix Scoring – Choosing the right applicant

- All board members must evaluate and score the each application and record their score. Group scoring is not allowed.
- Use the interview process to augment the information provided on the application.
- The interview process is selecting supervisor/panels tool to verify and validate the application information and to determine the best qualified and best fit for the position and the organization.
- If necessary adjust the appropriate application evaluation areas on after the interview (i.e. Quality of Experience Rating, KSA Ratings etc...). Be sure to line-out and provide notes as to why the evaluation area scores were changed.
- A Change to DEMA Directive 25-6 now allows the selecting supervisor or selecting panel to choose an applicant that scores no less than 10% of the top score awarded. This maybe done to allow the selecting supervisor to choose the applicant that is the best fit for the position and organization and may not have scored the highest. Follow DEMA Directive 25-6, Section 7-3 (g) (page 7-4 bottom paragraph)

## Selection Process Package Processing– Instructions The Do's and Don'ts

- Review the entire package ensure all documents are signed and complete.
- Return all original forms to the HRO.
- Copy documents you wish to keep for your file (they are protected by the Privacy Act and should be handled as Confidential Material.
- Do not copy applications as they are protected by the PA 1974.
- You may inform the selected applicant that you are going to keep a copy of their application for your supervisor records (this is highly recommended).
- Have your package reviewed by the HRO Remote Designee and make the employment offer and schedule the start date.
- Do not make employment offers on selections that require HRO approval such as; applicant that does not score the highest (Best Fit Selection), applicant that you are recommending for Advanced In-Hire Rate of Pay and Recruitment and/or Relocation Incentives applicants.
- Return entire package containing the original documents to the HRO

## **Selection Process –**

**DEMA DIRECTIVE 25-6, AZNG Merit Placement Plan, Dated; 15 May 2009**

- **All selection process requirements to include the selection matrix, interview instructions and selection process are in DEMA Directive 25-6, Section 7 – Selection and Referral all Selecting Supervisors and Selection Panel Members must follow these instructions.**
- **Selecting supervisor will notify applicants of selection / non-selection by telephone. Selecting Supervisors should always inform applicants that they have been selected pending HRO review and notification.**
- **Only the HRO or remote designee can make the official notification to selected applicants. The official notification is made by a letter from the HRO to the applicant congratulating them on their selection and scheduling their in-processing date and location.**
- **HRO will mail out your prepared select / non-select letters from the supervisors.**

## **The Adjutant General, AZ ARNG Chief of Staff and the Human Resources Officers Instructions for Assuring a Fair and Equitable Selection Process**

- **All Candidates certified by the HRO as being qualified must receive an interview.**
- **All deployed soldiers/airmen will receive an interview! NO EXCEPTIONS WILL BE GRANTED!**
- **Ensure your selection, process and package is defensible**
- **BE FAIR AND EQUITABLE TO ALL CANDIDATES**



## **HRO STAFFING PERSONNEL – POC LISTING**

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